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FINAL

DCI REMARKS
SSCI BRIEFING ON INTELLIGENCE STRATEGY
19 JUNE 1985

I WELCOME THE OPPORTUNITY TO PARTICIPATE IN THIS COMMITTEE'S REVIEW AND REEVALUATION OF OUR NATIONAL INTELLIGENCE STRATEGY. WE DO HAVE A STRATEGY AND WE WORK HARD AT DETERMINING THE INTELLIGENCE REQUIREMENTS OF OUR POLICYMAKING CUSTOMERS AND AT FOCUSING OUR EFFORTS AND OUR RESOURCES ON COLLECTING INFORMATION AND DEVELOPING FINISHED PRODUCTS RESPONSIVE TO THOSE REQUIREMENTS.

THE CUSTOMERS WE SERVE ARE FAR-REACHING AND DIVERSE. IN ADDITION TO PROVIDING THE PRESIDENT, SECRETARY OF STATE, OR SECRETARY OF DEFENSE WITH INTELLIGENCE ASSESSMENTS RELEVANT TO MATTERS OF HIGH POLICY AND NATIONAL SECURITY SIGNIFICANCE, WE MUST SEE THAT THE NEEDS OF A MYRIAD OF OTHER GOVERNMENTAL ENTITIES ARE SERVED ON A VIRTUALLY UNLIMITED SET OF TOPICS. MERELY LISTING SUCH CATEGORIES OF CUSTOMERS AS ECONOMIC POLICYMAKERS (TREASURY, COMMERCE), OR MILITARY WEAPONS DESIGNERS (DEFENSE, SERVICES), OR ARMS CONTROL NEGOTIATORS DOES NOT FULLY ILLUSTRATE THE DIVERSE QUESTIONS WHICH THE COMMUNITY MUST BE PREPARED TO ADDRESS.

THERE IS BOTH A FORMAL AND INFORMAL PROCESS FOR ASCERTAINING THEIR NEEDS. THE FORMAL PROCESS IS LONG STANDING AND REGULARLY FOLLOWED, REVIEWED AND UPDATED. I WILL COUNT ON TO LAY THAT OUT IN DETAIL FOR YOU. THERE IS DANGER THAT ANY FORMAL PROCESS CAN RUN DOWN AND BECOME

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STERILE. THAT'S WHY I PLACE GREAT STRESS ALSO ON INFORMAL METHODS OF IDENTIFYING POLICYMAKING NEEDS, OF MAINTAINING FLEXIBILITY IN MEETING THEM AND OF ASSURING THAT OUR WARNINGS, ANALYSES AND ESTIMATES ARE TIMELY AND RELEVANT.

I BELIEVE THAT THE TASK OF A DIRECTOR OF CENTRAL INTELLIGENCE IS FIRST TO SELECT THE VITAL QUESTIONS AND THEN TO HAVE THE RESOURCES AND THE FOLLOW-THROUGH TO SEE THAT THEY ARE ADDRESSED EFFECTIVELY.

A CONTINUING AND SYSTEMATIC DIALOGUE WITH DECISIONMAKERS IS CENTRAL TO THIS AND WE CARRY ON THAT DIALOGUE IN A VARIETY OF WAYS. IT IS ALSO ESSENTIAL TO SCAN THE HORIZON TO IDENTIFY PROBLEMS, TRENDS OR OPPORTUNITIES WHICH MAY NOT YET BE PERCEIVED BY THE POLICYMAKER.

THE DIALOGUE IS A DAILY ONE. VERY EARLY EVERY MORNING CIA BRIEFERS BRING THE PRESIDENT'S DAILY BRIEF AND IMPORTANT OVERNIGHT MESSAGES TO REVIEW THEM WITH THE VICE PRESIDENT, THE SECRETARY OF STATE, THE SECRETARY OF DEFENSE, THE NATIONAL SECURITY ADVISOR, AND THE CHAIRMAN OF THE JOINT CHIEFS OF STAFF. THESE BRIEFERS THEN COME TO MY OFFICE AT 11:30 EVERY MORNING TO GIVE ME A PLAYBACK OF THE REACTIONS AND THE QUESTIONS AND EXPRESSIONS OF INTEREST THEY RECEIVED AT THEIR EARLY MORNING BRIEFINGS. THIS PROVIDES A CONTINUING GUIDE TO FURTHER COLLECTION AND ANALYSIS. AT THAT TIME WE ALSO REVIEW THE CURRENT INTELLIGENCE WHICH IS ON HAND AS A BASIS FOR THE NEXT DAY'S PRESIDENT'S DAILY BRIEF AND THE NATIONAL INTELLIGENCE DAILY.

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THIS PROCESS IS SUPPLEMENTED BY REGULAR WEEKLY MEETINGS WITH THE SECRETARY OF STATE, THE SECRETARY OF DEFENSE AND THE NATIONAL SECURITY ADVISOR OR THEIR DEPUTIES. ALSO, EITHER I OR JOHN MCMAHON HAVE A WEEKLY MEETING WITH THE NATIONAL INTELLIGENCE COUNCIL AT WHICH WE REVIEW TOGETHER AND IDENTIFY THE PRESSING AND EMERGING PROBLEMS WHICH THE NATIONAL INTELLIGENCE OFFICERS PERCEIVE IN THEIR REGIONAL AND FUNCTIONAL AREAS OF SPECIALIZATION AND WHAT THEY HAVE GLEANED ABOUT THE CONCERNS OF THE DECISIONMAKER IN THE AREAS WHICH THEY COVER. THE CHIEFS OF OUR REGIONAL DIRECTORATE OF OPERATIONS MEET EVERY WEEK OR SO WITH THE ASSISTANT SECRETARIES FOR THEIR AREA. THE MEETINGS OF THE NATIONAL SECURITY COUNCIL, NATIONAL SECURITY PLANNING GROUP, AND THE CRISIS MANAGEMENT COMMITTEE RUN CLOSE TO ONCE A WEEK WITH THE PRESIDENT ALMOST ALWAYS IN THE CHAIR. INTELLIGENCE BRIEFINGS ARE PREPARED FOR SUBJECTS ON THE AGENDA AND AN INTELLIGENCE BRIEF IS PRESENTED AT THE OUTSET OF EACH MEETING.

WITHIN THE INTELLIGENCE COMMUNITY SENIOR OFFICERS OF CIA, DIA, NSA, AND INR CONSTITUTE A WATCH COMMITTEE WHICH REVIEWS CURRENT AND POTENTIAL TROUBLE SPOTS AND PRESENTS AN ASSESSMENT OF THEM IN THE PRESIDENT'S DAILY BRIEF EVERY FRIDAY MORNING.

EACH NATIONAL INTELLIGENCE OFFICER BRINGS TOGETHER REPRESENTATIVES WORKING ON HIS AREA OF RESPONSIBILITY FROM ALL THE ELEMENTS OF THE INTELLIGENCE COMMUNITY FOR A MONTHLY WARNING MEETING WHICH RESULTS IN AN EVALUATION OF THE STATE OF PLAY AND A TASKING OF COLLECTORS TO FILL INFORMATION GAPS IDENTIFIED IN THE MEETING.

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INTELLIGENCE NEEDS ALSO ARISE FROM THE BRIEFINGS WHICH ARE PROVIDED THE COMMITTEES AND MEMBERS OF CONGRESS, CURRENTLY RUNNING CLOSE TO [REDACTED] ON THE AVERAGE OF ABOUT 25X1
THREE TIMES A MONTH, THE CHIEFS OF EACH COMPONENT OF INTELLIGENCE MEET IN THE NATIONAL FOREIGN INTELLIGENCE BOARD PRIMARILY FOR THE PURPOSE OF APPROVING NATIONAL ESTIMATES. THESE NATIONAL ESTIMATES REFLECT THE INCREASING RANGE AND NUMBER OF INTELLIGENCE CONCERNS WHICH WE DEAL WITH. WE HAVE BEEN PRODUCING NATIONAL ESTIMATES AT A STEADILY AND SHARPLY INCREASING RATE OVER RECENT YEARS. TO GIVE YOU AN IDEA OF THE RANGE OF THIS WORK I SUBMIT FOR THE RECORD A LIST OF ESTIMATES COMPLETED DURING 1984, AND SO FAR THIS YEAR, [REDACTED] ARE SCHEDULED FOR 25X1
COMPLETION OVER THE BALANCE OF THIS YEAR. I ALSO SUBMIT FOR THE RECORD AN EVALUATION BY OUR SENIOR REVIEW PANEL OF THE CHANGE IN THE RANGE AND QUALITY OF THESE ESTIMATES OVER RECENT YEARS. THESE NATIONAL ESTIMATES CONSTITUTE THE BEDROCK OF INTELLIGENCE JUDGMENTS WHICH ARE REGULARLY RE-EVALUATED AND BROUGHT UP TO DATE AND USED IN BOTH SUPPORTING AND SHAPING THE POLICY AGENDA. OUT OF THE DIALOGUE I HAVE DESCRIBED, TOGETHER WITH THE MORE FORMAL REQUIREMENTS PROCESS WHICH [REDACTED] 25X1
[REDACTED] WILL DESCRIBE, COMES OUR RESEARCH PROGRAM AND OUR 25X1
SCHEDULE OF NATIONAL ESTIMATES. SUBJECTS ARE ALSO SUGGESTED BY OTHER PARTS OF THE GOVERNMENT AND ALSO ARISE FROM OUR DISCUSSIONS IN THE NATIONAL FOREIGN INTELLIGENCE BOARD.

THIS INFORMAL PROCESS ALSO DRIVES THE COLLECTION PROCESS, MOST NOTABLY THROUGH THE NATIONAL ESTIMATES. WE HAVE MADE A

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AT THE SAME TIME THAT WE ARE RESPONDING TO THE NEEDS OF THE GOVERNMENT ON A WIDE RANGE OF PROBLEMS THAT CONFRONT OUR COUNTRY RIGHT NOW, THE INTELLIGENCE COMMUNITY MUST ALSO LOOK TO THE DISTANT FUTURE TO ALERT OUR LEADERS TO TRENDS OF HISTORICAL IMPORTANCE AND FUTURE DEVELOPMENTS FOR WHICH WE MUST BEGIN PREPARING TODAY. RECENT EXAMPLES OF THIS INCLUDE AN EXTRAORDINARY ASSESSMENT OF THE PLAYERS AND FORCES IN THE INTERNATIONAL ARENA IN THE YEAR 2000 AND MAJOR STUDIES ON TRENDS IN THE THIRD WORLD AND STRUCTURAL CHANGE AROUND THE WORLD IN THE COMING DECADES. THE LATTER STUDY, IN PARTICULAR,

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WAS CIRCULATED TO THE MOST SENIOR OFFICIALS IN GOVERNMENT AND PROVIDED THE BASIS FOR A LARGE AGENCY-SPONSORED CONFERENCE ON STRUCTURAL CHANGE THAT INVOLVED PRESENTATIONS AND DISCUSSION BY A WHO'S WHO OF LEADERS IN GOVERNMENT, INDUSTRY AND THE ACADEMIC COMMUNITY.

THE PROCESS THAT I HAVE DESCRIBED PERSONALLY IS REPLICATED AT EACH LEVEL WITHIN THE INTELLIGENCE COMMUNITY.

-- [REDACTED] GENERAL WILLIAMS, GENERAL ODOM
ARE IN REGULAR CONTACT WITH THE COMMANDERS IN THE
FIELD AND THE POLICYMAKERS IN DEFENSE.

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-- I EXPECT THE OFFICE DIRECTORS AND INDIVIDUAL
ANALYSTS TO MAKE REGULAR PARISH CALLS TO THEIR
COUNTERPARTS IN ALL OF THE POLICY AGENCIES AND
DEPARTMENTS.

-- CONFERENCES, [REDACTED]
[REDACTED] ASSIGNMENTS OVERSEAS ARE
ALL AIMED AT IMPROVING OUR CONTACTS WITH THE
POLICYMAKER AND WITH OTHER EXPERTS.

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-- OUR PROGRAM MANAGERS MEET AT MONTHLY BREAKFASTS,
AT MEETINGS OF THE NATIONAL FOREIGN INTELLIGENCE
COUNCIL, AND AT TWICE A YEAR TWO-DAY OFF-SITE
CONFERENCES TO TAKE A LONGER LOOK AT THE MESH
BETWEEN INTELLIGENCE NEEDS AND RESOURCES.

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THE INFORMAL MECHANISM THAT I HAVE DESCRIBED OVERLAPS A FORMAL AND COMPREHENSIVE PROCESS FOR IDENTIFYING AND RANKING REQUIREMENTS PLACED ON THE INTELLIGENCE COMMUNITY.

MUCH OF THIS FORMAL PROCESS IS INVOLVED WITH TRANSLATING THE BROAD INTERESTS RECEIVED FROM CONSUMERS INTO PRECISE QUESTIONS ON WHICH THE INTELLIGENCE COLLECTING AND ANALYTIC COMMUNITIES CAN ACT.

CONSUMER QUESTIONS ON TOPICS SUCH AS LIKELY WORLDWIDE REACTIONS TO US INITIATIVES OR THE IMPACT ON THE US OF FOREIGN ACTIVITIES ARE USUALLY DEALT WITH BY INTELLIGENCE PRODUCERS IN TERMS OF FOREIGN CAPABILITIES, READINESS, AND INTENTIONS, AND WE NEED TO BUILD AND MAINTAIN EXTENSIVE DATA BASES AND THE EXPERTISE TO DO THAT IN A TIMELY AND RELIABLE WAY.

IN ADDITION, SINCE RESOURCES ARE FINITE, WE MUST PROVIDE AN INDICATION OF THE RELATIVE IMPORTANCE OF THE CONSUMERS QUESTIONS AND THE SUBQUESTIONS WHICH CONTRIBUTE TO THEIR ANSWER.

WILL TELL YOU MORE ABOUT THE PROCESSES FOR SPANNING THE GAP BETWEEN THE POLICY QUESTIONS AND THE INFORMATION COLLECTION, AS WELL AS PROVIDING THE INDICATIONS OF THEIR RELATIVE IMPORTANCE.

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THE BASIC INFORMATION THAT WE NEED TO ANSWER THESE QUESTIONS MUST BE ACQUIRED BY INTELLIGENCE COLLECTORS BASED ON WHAT CAN BE

-- SEEN IN HUMINT AND IMAGERY

-- HEARD BY AUDIO, SIGINT AND OPEN BROADCAST

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- READ FROM HUMINT AND OVERT LITERATURE
- INFERRED THROUGH ANALYTICAL METHODOLOGIES.

IN THE IMAGERY REALM, WE ARE DEPENDENT ON WHAT TECHNOLOGY WE CAN BRING TO BEAR TO SATISFY REQUIREMENTS AND FILL GAPS.

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FINALLY, OUR CHALLENGE IS TO FOLLOW AN INVESTMENT STRATEGY THAT ENSURES THAT OUR FUTURE CAPABILITIES ARE COMPATIBLE WITH OUR FUTURE NEEDS. [REDACTED] WILL ADDRESS OUR MECHANISMS 25X1 FOR DOING THIS. I RELY HEAVILY ON THE ADVICE OF SENIOR INTELLIGENCE MANAGERS AND MY CONTINUOUS INTERACTION WITH THE POLICY COMMUNITY

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TO ESTABLISH INVESTMENT PRIORITIES WHICH WILL PROTECT THE FUTURE VIABILITY OF THE INTELLIGENCE SYSTEM. THE TRADE-OFFS ARE NOT EASY IN AN ERA OF EXPANDING REQUIREMENTS, INCREASINGLY SOPHISTICATED TARGETS, AND SERIOUS FISCAL CONSTRAINTS.

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THIS COMMITTEE HAS OVER THE LAST FEW YEARS PROVIDED INCREASED RESOURCES AND WE HAVE GONE A LONG WAY TO OVERCOME ACCUMULATED DEFICIENCIES AND TO IMPROVE CAPABILITIES TO DEAL WITH EMERGING AND INCREASING THREATS.

BUT THIS DOES NOT COME QUICKLY. NEW TECHNICAL CAPABILITIES, EFFECTIVE CASE OFFICERS AND ANALYSTS, RELIABLE SOURCES, AND LANGUAGE CAPABILITIES TAKE YEARS TO DEVELOP AND ACQUIRE AND FORWARD VISION IS LESS THAN 20-20 IN OUR VOLATILE AND INCREASINGLY COMPLEX AND CHANGING WORLD. THIS PUTS A HEAVY PREMIUM ON SURGE CAPABILITY, FLEXIBILITY AND VERSATILITY. DEVELOPING AND MAINTAINING THOSE QUALITIES IS A MAJOR ELEMENT IN OUR INTELLIGENCE STRATEGY.

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ALSO, WE NEED TO BE SURE THAT IN TACKLING ALL THE NEW
SUBJECTS BEFORE US WE DO NOT NEGLECT THE [REDACTED]
REALLY CRITICAL PRIORITIES [REDACTED]

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WE DO TAKE SERIOUSLY THE NEED FOR ADVANCE PLANNING AND
CONTINUOUS REVIEW OF OUR PROGRAMS TO MEASURE PERFORMANCE
AGAINST ESTABLISHED OBJECTIVES. WE DEVELOP A STRATEGIC PLAN
TO SET MAJOR GOALS OVER THE NEXT FIVE YEARS. EACH YEAR THE
INTELLIGENCE COMMUNITY STAFF REVIEWS THE PROGRESS THAT COMMUNITY
MEMBERS HAVE MADE IN MEETING OUR POLICYMAKERS' PRIORITY NEEDS.
BASED ON THAT REVIEW, I ISSUE GUIDANCE TO THE COMMUNITY
REGARDING THOSE TARGETS OR ISSUES THAT NEED IMPROVEMENT. THIS
GUIDANCE IS DISTRIBUTED TO MANAGERS AND PLANS OFFICERS THROUGHOUT
THE COMMUNITY TO ASSIST THEM IN ALLOCATING THEIR EXISTING
RESOURCES MOST EFFECTIVELY AND TO STIMULATE THE DEVELOPMENT OF
NEW AND IMAGINATIVE APPROACHES TO THE MULTITUDE OF PROBLEMS
FACING US. BOTH CURRENT AND PROPOSED NEW ACTIVITIES ARE REVIEWED
CONTINUALLY IN TERMS OF THE EXTENT TO WHICH THEY WILL MEET
PRIORITY INTELLIGENCE NEEDS, THEIR COST (INCLUDING OUTYEAR
COSTS) AND THEIR IMPACT ON OTHER COMMUNITY PROGRAMS.

ALLOCATING OUR RESOURCES WILL CONTINUE TO REST ON A
FOUNDATION OF LONG-TERM PLANNING AND REPEATED ASSESSMENTS OF
ONGOING AND PROPOSED PROGRAMS. BUT WE MUST AT ALL COSTS
RETAIN THE FLEXIBILITY THAT HAS MADE THE AMERICAN INTELLIGENCE
COMMUNITY, IN MY OPINION, THE MOST EFFECTIVE AND RESPONSIVE

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INTELLIGENCE ORGANIZATION IN THE WORLD. THE RESERVE FOR CONTINGENCIES HAS BEEN ESSENTIAL TO THIS FLEXIBILITY AND I ASK YOUR SUPPORT IN RETAINING THAT CRITICAL ASSET TO ITS CURRENT LEVEL.

OUR VOLATILE TIMES AND THE LONG LEAD TIMES REQUIRED TO RESTORE AND BUILD NEEDED CAPABILITIES HAS PRODUCED IN THE AMERICAN INTELLIGENCE COMMUNITY AN EXTRAORDINARY ABILITY TO SHIFT GEARS QUICKLY AND SMOOTHLY IN CRISIS SITUATIONS. WE MUST CONTINUE TO RETAIN A HIGH DEGREE OF FLEXIBILITY IN OUR ALLOCATION OF RESOURCES.

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